

Tasking Memorandum No. 99-240

Memorandum for District Workforce Development Team

Subject: Call for Nominations for Defense Leadership and Management Program (DLAMP) Class of 2000

Date: JUL 19 1999

Suspense Date: September 13, 1999

Target Audience: DCMC Workforce

Requirements:

- Nominations are solicited for the Department of Defense, **DLAMP** for FY 2000 (Attachment).
- The announcement is open to all employees in GS 13-I 5 grades.
- **In accordance with** paragraph 1A of the attachment, DCMC requires that each applicant must be endorsed, using a memorandum, by a second-line supervisor and forwarded through the District to HQ, DCMC-BG
- Applications must be submitted to HQ, DCMC-BG no later than September 13, 1999.

The application package is available via the Fourth Estate **DLAMP** web page located at <http://dlamp.dfas.mil> or Workforce Team, DCMC-BG.

Point of Contact for Further Information:

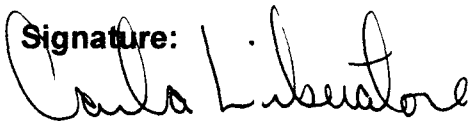
Mr. Willie L. Foreman

Workforce Team, DCMC-BG

Phone: (703) 767-2351 or DSN 427-2351

E-mail: willie_foreman@hq.dla.mil

Signature:



CARLA LIBERATORE

Executive Director

Business Operations

Fourth Estate Nomination Process

1. To be considered applicants must submit the following documents and other documentation as may be required by their employing agency to the Fourth Estate Administrative Agent:

- write-up of applicant's background as it relates to the DLAMP Evaluation criteria (DEC) (3-page limit);
- Career History (3-page limit);
- Education/Training History;
- Fourth Estate Nomination for DLAMP Admission for the Fourth Estate Employee; and,
- letter of endorsement from second-line supervisor (see a and b below).

a. Neither the DoD nor the Fourth Estate require endorsements to be more than a simple statement. Applicants should, however, check for additional employing agency requirements before submission.

b. The Fourth Estate goal is to invest DLAMP resources in the development of high potential applicants, recognizing that each applicant's background includes a unique combination of education and experiences, and, therefore, a unique combination of skills and abilities. As noted in a above, endorsers are not required to document their reasons for endorsement, but should consider the following when making their decisions and, if asked, be prepared to respond to the following questions:

In what ways has this employee demonstrated leadership and management potential?

On what highly sensitive issues have you trusted this employee to represent you?

In what ways has this employee demonstrated high potential to move beyond a highly valued action officer to a senior Defense leader?

What has this employee written that demonstrates the ability to write clearly and concisely?

In what ways has this employee demonstrated understanding of the contributions of your office to the overall agency mission? To the Defense mission?

In what ways has this employee demonstrated understanding of the contributions of other DoD organizations to the overall Defense mission?

What additional leadership, managerial or functional development does this employee need prior to beginning DLAMP; for example, additional supervisory experience?

Participants have up to an average of six years to complete all DLAMP activities, which will require time away from the office. Are you willing to support this applicant as may be required by DLAMP activities?

2. The Fourth Estate Administrative Agent will screen and rank all applications using RESUMIX.

a. Applications from current participants, i.e., Classes of 1997 and 1998, will be the basis for ensuring RESUMIX criteria is correct.

b. The Fourth Estate Administrative Agent will also determine the desired functional mix of nominees. This mix will be based on available information about the DLAMP designated positions and current Fourth Estate participants. Recognizing that grouping by current series may not capture all functional expertise, RESUMIX will be used to determine the functional grouping of current participants and applicants. More than one functional grouping may be assigned.

3. Applications with RESUMIX evaluations and functional grouping identification will be provided back to nominating agency for director endorsement. The number of slots allocated to each functional grouping will also be provided. Each agency will use whatever method it determines appropriate for this second endorsement of applicants. Agency directors and applicants should be aware of 4 below.

4. Applications receiving endorsement in 3 above will be provide back to the Fourth Estate Administrative Agent for distribution by functional area.

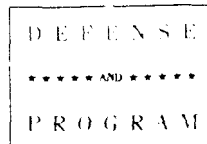
a. If there is an insufficient number of applications for a certain functional grouping, all applications in that grouping will be flagged for endorsement to the DoD DLAMP Council. Excess slots will be reallocated to the "Other" grouping.

b. If there are too many applications for a certain functional grouping AND the overall number of applications can not be covered by the total Fourth Estate allocation, the Fourth Estate Administrative Agent will convene a panel of functional experts to rank applications within that functional grouping. While the size of the panels will be limited, efforts will be made to ensure representation of a cross-section of Fourth Estate organizations. Panelists will be asked to consider grade mix and affirmative action goals in their deliberations. After consideration of all

factors, panels will be asked to rank order all candidates. The highest ranked applications will be flagged for endorsement to the DoD DLAMP Council. A functionally mixed panel will rank applications slotted against the "Other" grouping, if needed.

5. All applications flagged for endorsement to the DoD DLAMP Council will be provided to the Director, Administration and Management for final endorsement.

6. The Fourth Estate Administrative Agent will establish timeframes for the above activities working back from the suspense established by the DoD DLAMP Office for acceptance of nominees.



**FOURTH ESTATE NOMINATION FOR DLAMP ADMISSION FOR THE FOURTH ESTATE
EMPLOYEE**

Name: _____
Title: Ms./Mrs./Mr./Dr. First Name Middle Initial Last Name Suffix: Jr. Sr.

Preferred first name: _____ Social security number: _____

Home phone: _____ Home fax number: _____

Home e-mail address: _____

Home mailing address: _____

Employing Component (e.g. Army, NIMA, DoDEA): _____

Job title: _____

Pay plan: _____ Occupational series: _____ Grade: _____

Organizational mailing name and symbol: _____

Organizational mailing address: _____

Work phone: _____ Work fax number: _____

Work e-mail address: _____

Security clearance type: _____ Date received: _____

Date of last promotion: _____ Acquisition Corps member: _____ yes _____ no

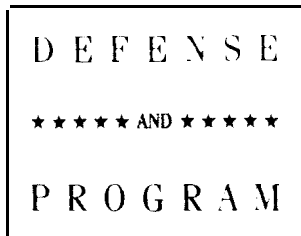
Highest degree awarded: _____ Associate _____ Baccalaureate _____ Law Degree _____ Master
_____ Doctorate _____ None

Senior Level-Professional Military Education (PME) (e.g. Army War College, Naval War College, Air War College)

Name of PME Institution: _____ Dates Attended: _____

PRIVACY ACT INFORMATION

Authority	The Government Employees Training Act of 1958 (USC, Title 5, 4101 to 4118), EO 9397, November 1943 (SSN)
Purpose and Use	Used in the administration of the Federal Training Program
Disclosure	Personal information provided in this application package is given on a voluntary basis. Failure to provide this information, however, may result in ineligibility for participation in training programs



Solicitation for DLAMP Nominees Class of 2000

What is the Defense Leadership and Management Program?

Implementing recommendations of the Commission on Roles and Missions, the Defense Leadership and Management Program (DLAMP) is a systematic program of "joint" civilian leader training, education, and development within and across the Department of Defense. It provides the framework for developing civilians with a DoD-wide capability from which selection may be made to fill approximately 3,000 key leadership positions. These key positions are at grade GS/GM-14 and above and require a Department-wide perspective. Duties include responsibility for people, policy, programs, and other resources of broad significance; or support "joint" warfighting capability. In addition to creating this recruitment pool, DLAMP fosters an environment that nurtures a shared understanding and sense of mission among civilian and military personnel.

What can DLAMP participants and their supervisors expect?

- **Rotational Assignments** - Participants will be required to complete a career-broadening rotational assignment, normally outside their activity and functional area, of at least 12 months. Previous assignments may fulfill this requirement.
- **Professional Military Education** - Participants will be required to complete a senior-level course in professional military education (PME) lasting at least three months, with an emphasis on national security decision-making.
 - A few opportunities will be available to complete 10-month PME programs. Prior to beginning a 10-month program, participants will be required to agree to serve in the government for at least 30 months after completing the program.
 - Some PME activities require participants to obtain a Top Secret clearance that may include a drug test.
 - In rare instances, one PME institution will accept GS/GM-13 level students. All other institutions require students to be at least at the GS/GM-14 level.
- **Graduate-level Courses** - Participants will be required to complete a minimum of 10 advanced graduate-level college courses specially designed with a defense focus to develop familiarity with the broad range of subjects facing defense leaders. The graduate curriculum consists of required courses in eight academic areas (accounting, finance, economics, human resources, information systems, quantitative tools, law and public policy, and international policy) and electives in related areas (logistics, intelligence, acquisition and contract management). Previous education may meet course prerequisite or course waiver requirements.
 - All courses meet the high academic standards of our accredited academic partners. Therefore, DLAMP strongly recommends that participants have completed at least a baccalaureate degree; substantial undergraduate course work; military Intermediate level schools (i.e. Naval, Army, and Air Command and Staff Colleges; Army Management Staff College; Defense Systems Management College Program Manager's Course); or executive programs involving similar academic rigor.
 - All courses are accelerated and begin with four weeks of preparatory reading, followed by two intensive weeks of resident study. Nearly all are taught at the DLAMP facility in Massachusetts.
 - Participants with baccalaureate and advanced degrees will receive three graduate level credits for each course successfully completed.
- **Other Requirements** - Participants will be required to complete Component- and occupation-specific development courses, as appropriate.
 - For example, participants in the acquisition career field will also be required to continue to meet the Defense Acquisition Workforce Improvement Act requirements for their grade level and position.
 - Participants will be encouraged to be organizationally and occupationally mobile; geographic mobility is strongly encouraged and

Solicitation for **DLAMP** Nominees Class of 2000

may be mandated by some endorsing organizations.

Program Features:

- Travel and per diem associated with approved DLAMP activities are paid from centrally managed funds.
- A limited number of full-time equivalent (FTE) allocations are available to permit temporary backfilling positions vacated by participants away for the 10-month Senior Service School program or the 12-month rotation. Such vacancies may also be considered as rotational assignment opportunities for other DLAMP participants.
- DLAMP includes a formal program of mentoring that requires the mentor to play an important role in assessing and planning developmental activities.
- DLAMP graduates and participants will be the primary recruitment pool (consistent with applicable statutes and regulations) for filling vacant DLAMP designated positions.
- Participants must meet standards for annual levels of DLAMP activity.

Who can apply for DLAMP?

Permanent full-time civilian employees of the Department of Defense, who permanently occupy GS/GM- 13, 14, or 15 (or equivalent) level positions may apply. Due to the academic requirements of the program, possession of a baccalaureate degree (at a minimum) is strongly recommended.

What is the evaluation criteria for selection into DLAMP?

U.S. OPM Executive Core Qualifications (ECQs)

(See www.opm.gov/ses/html_sesguide.htm for additional information)

- **Leading Change.** Encompasses the ability to develop and implement an organizational vision, which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity -- to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity
- **Leading People.** Involves the ability to design and implement strategies, which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

- **Results Driven.** Stresses accountability and continuous improvement. Includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
- **Business Acumen.** Involves the ability to **acquire and administer human, financial, material, and information resources in a manner, which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making.**
- **Building Coalitions/Communication.** Involves the ability to **explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organization, and to identify the internal and external politics that impact the work of the organization.**

Defense Criterion

(See <http://www.dtic.mil/jcs/library.html> for information on Goldwater-Nichols Act of 1986)

- **Broad Defense Perspective.** Involves knowledge of the operational aspects of more than one major Defense organizations (e.g., Departments of the Army, Navy, and Air Force and the Defense Agencies) and an understanding of the world geo-political/military environment in planning, coordinating, and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.

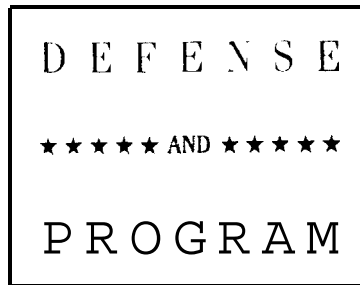
What are the application requirements?

Fourth Estate applicants are required to furnish a nomination package that includes:

- Fourth Estate Nomination for DLAMP Admission for the Fourth Estate Employee
- Career History Format (3 page limit)
- Education Training history (excluding education programs lasting less than two weeks)
- Statement describing how the applicant meets the DLAMP Evaluation Criteria (DEC) (3 page limit)
- Letter of endorsement from second-line supervisor

.-III applications must be received no later than September 24, 1999.

Faxed applications will not be accepted.



Where do I send an application?

Interested candidates must apply through their chain of command. For more information contact:

Web site: [HTTP://DLAMP.DFAS.MIL](http://DLAMP.DFAS.MIL)

Name: Maureen DeLoach

Office: 1931 Jefferson Davis Highway, Crystal Mall 3, Room 300, Arlington, VA 22240

Telephone: 703-607-1 169

E-mail: maureen.deloach@dfas.mil.

The above office must receive all applications no later than September 24, 1999. Only complete applications containing all the required documents will be accepted.

FOURTH ESTATE DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM APPLICATION KIT

IT IS IMPORTANT TO READ THESE INSTRUCTIONS COMPLETELY

BACKGROUND:

The Fourth Estate, excluding the three intelligence agencies, uses an automated system to screen applicants for the Defense Leadership and Management Program (DLAMP). The patented artificial intelligence software reads the information in your DLAMP application and extracts your skills and other significant information. Preparing the required documents is easy. Remember to focus on format and content. This application kit contains all the information you need to successfully complete your DLAMP application.

HOW THE AUTOMATED SYSTEM WORKS:

The computer "reads" your DLAMP application packet and identifies information such as your name, address, education, and up to 80 unique skills. On your career history, summarize your most important leadership and management skills first. You might list specific skills. For example, if you have supervisory experience, you might list skills such as teambuilding, work planning, and performance management, etc. Below the summary of skills, describe your work experience. List only the skills that you feel are relevant to your application to DLAMP.

WHO MAY APPLY:

Participation in DLAMP is limited to permanent full-time civilian employees of the Department of Defense, who permanently occupy GS/GM-13, 14, or 15 (or equivalent) level positions.

DLAMP APPLICATION PREPARATION INSTRUCTIONS:

DO

- Follow all instructions carefully and completely (applications will be scanned so this is important).
- Limit your career history and DLAMP Evaluation Criteria DEC to three pages each. Only the first three pages of each document will be scanned.
- Read the Fourth Estate process.
- Read the Fourth Estate DLAMP Evaluation Criteria Preparation Guide.

- Type your career history and DLAMP Evaluation Criteria (DEC), ensuring each is clear and legible. Typewriters and word processors may be used. Handwritten and faxed documents will NOT be accepted. A typewritten original or a high quality photocopy is acceptable.
- Provide a laser printed original if possible. Avoid dot matrix printers, bubble jet printers, and low quality copies.
- Type with black ink on a 8.5" X 11" white bond paper printed on one-side.
- Use a minimum margin of one (1) inch on all sides of your printed documents.
- Use standard business type fonts such as courier, times new roman, etc., in 10 to 12 point. A smaller or larger point will result in improper scanning.
- Use boldface and/or all capital letters for section headings as long as the letters do not touch each other.
- Mail your resume and all other documents unfolded in an envelope 9.5" X 12" or larger.
- Include a summary of your leadership and managerial skills at the beginning of your career history after your name and social security number. In the experience portion of your career history, describe in detail how these skills are/were used.
- Remember to type your name and social security number in the top left hand corner of each page of your career history.
- Proofread for any errors. Pay particular attention to spelling.
- Describe your experience with specific words rather than vague descriptions.

DON'T

- Staple, fold, bind or punch holes in your DLAMP application packet
- Use vertical or horizontal lines, graphics, or boxes.
- Use two-column format or career history's that look like newspapers.
- Use fancy treatments such as italics, underlining, or shadows.
- Use acronyms or abbreviations.
- Submit your application on colored paper.
- Submit your documentation not specifically requested.
- Expect your career history or any documents submitted to be returned.

WHAT TO SUBMIT WHEN APPLYING:

- Fourth Estate Nomination for DLAMP Admission for the Fourth Estate Employee
- Education/Training History (excluding programs lasting less than two weeks)
- Career History (three-page limit)
- Description of how nominee meets the DLAMP Evaluation Criteria (DEC) (three-page limit)
- Letter of application endorsement from second-line supervisor

HOW TO SUBMIT YOUR DLAMP APPLICATION:

Your DLAMP application packet including supervisory endorsement should be submitted to:
Maureen DeLoach, Fourth Estate DLAMP Administrative Agent
1931 Jefferson Davis Highway
Crystal Mall #3, Room 300
Arlington , VA 22240